



DISTRICT OF MACKENZIE
2023 ANNUAL REPORT

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DRAFT

Community Vision

From its roots as a new town for forestry workers, Mackenzie has grown into a strong and supportive community that residents are proud to call home. Supported by a healthy environment, Mackenzie's economic base is now diverse and robust, providing consistent employment for residents. Recreation is key to our high quality of life and healthy lifestyle, with exceptional natural features drawing residents outdoors. Great community services and facilities complement the outdoors with opportunities to meet and engage with neighbors, and the town takes great pride in how attractive it is for both residents and visitors.



Photo Credit: Marcus Paladino

District Mission

It is the mission of the District of Mackenzie to improve the lifestyle, services and opportunities to our residents and visitors by:

1. Providing quality executive and administrative leadership from an open and responsible Council and administration.
2. Providing quality services, recreational facilities and programs that promote and enhance livability and a healthy lifestyle.
3. Maintaining a healthy environment and economic conditions that allow for business and individuals to flourish and realize their full potential

Mayor's Message

In May 2023, the World Health Organization announced the end of the Covid 19 Pandemic that was welcome news for all of us. And although mankind has been plagued with pandemics for centuries, Covid 19 had the biggest global social and economic impacts in recent history. The aftermath of social isolation is still being felt by many and we are now facing unprecedented negative impacts on mental health. This makes it all the more important that each of us seeks out those individuals who are still dealing with anxiety and depression.

Mackenzie continues to face many challenges as a result of the state of the forest industry in the province. The most significant being the reduction of the industrial tax base as a result of the closure of two large manufacturing facilities in our community. The unfortunate reality of this loss of heavy industrial tax is that a larger portion of our tax base has become the burden of residential homeowners. Staff and Council are working hard to secure grants and funding from other sources to alleviate the pressure on our homeowners while maintaining the services we have all grown to rely on and appreciate.

Despite our challenges, we did celebrate accomplishments in 2023 which included:

- The establishment of a shuttle service to Prince George provided by the Kimta Transportation Society with support from the District of Mackenzie
- Mackenzie hosted our 3rd Annual Mountain Magic WinterQuest
- Awarding of our Active Transportation Master Plan, that will guide our community in moving toward more “active” transportation
- Successful Launch of the “Food Cycler Pilot Program” which will result in a reduction of food waste going to the Transfer Station
- Full allocation of the “Business Façade Program” program which supports businesses in refurbishing the curb appeal of their operations
- Continued wildfire resiliency prescriptions along Hwy 39 to ensure residents will have a safe egress route out of the community if we need to evacuate
- Award of Planning & Design of new Arena Slab and Energy Upgrades at the Recreation Centre
- Celebrated the Construction of the Ridgeline Mountain Bike Trail with the “Rockin’ the Ridgeline” event at our new Jump Pump Track

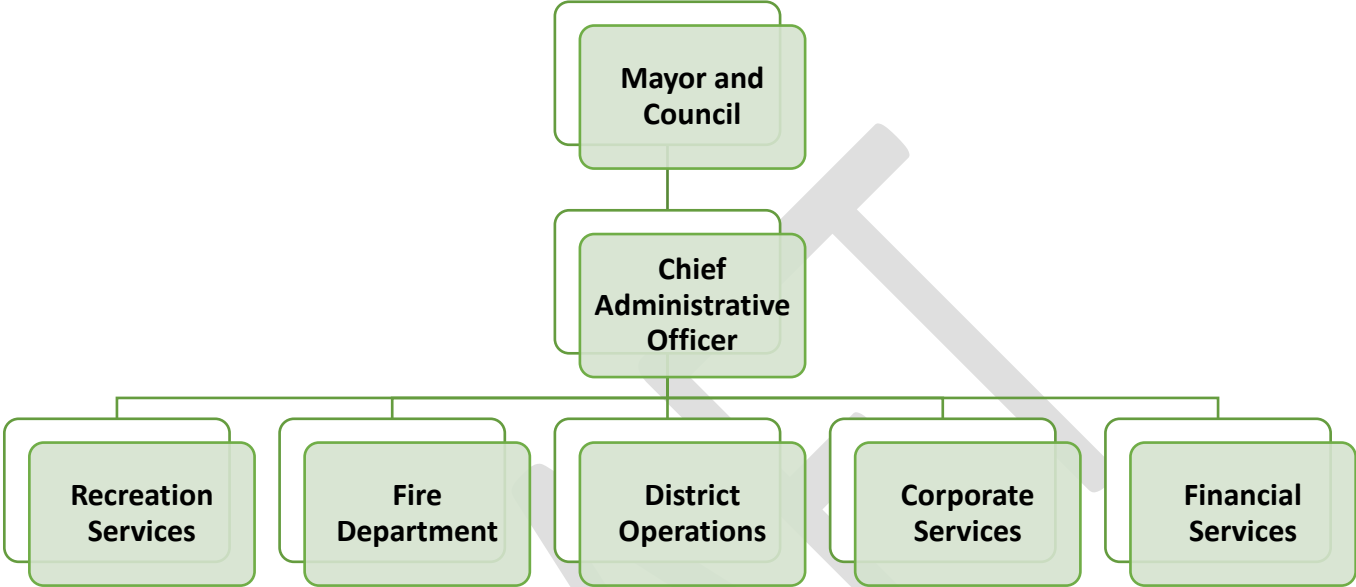


As always Council encourages residents to reach out to us if they have questions, concerns or ideas they wish to share. The success of our community is the responsibility of all of us!

Sincerely,


Mayor Joan Atkinson

ORGANIZATIONAL CHART



Morfee Lake Second Beach

Photo Credit Christine Dunn

2022-2026 MAYOR AND COUNCIL

The District of Mackenzie Council is comprised of a Mayor and six Councillors, elected for four-year terms. Municipal Councils are elected by the people and make decisions on behalf of the residents of our municipality.

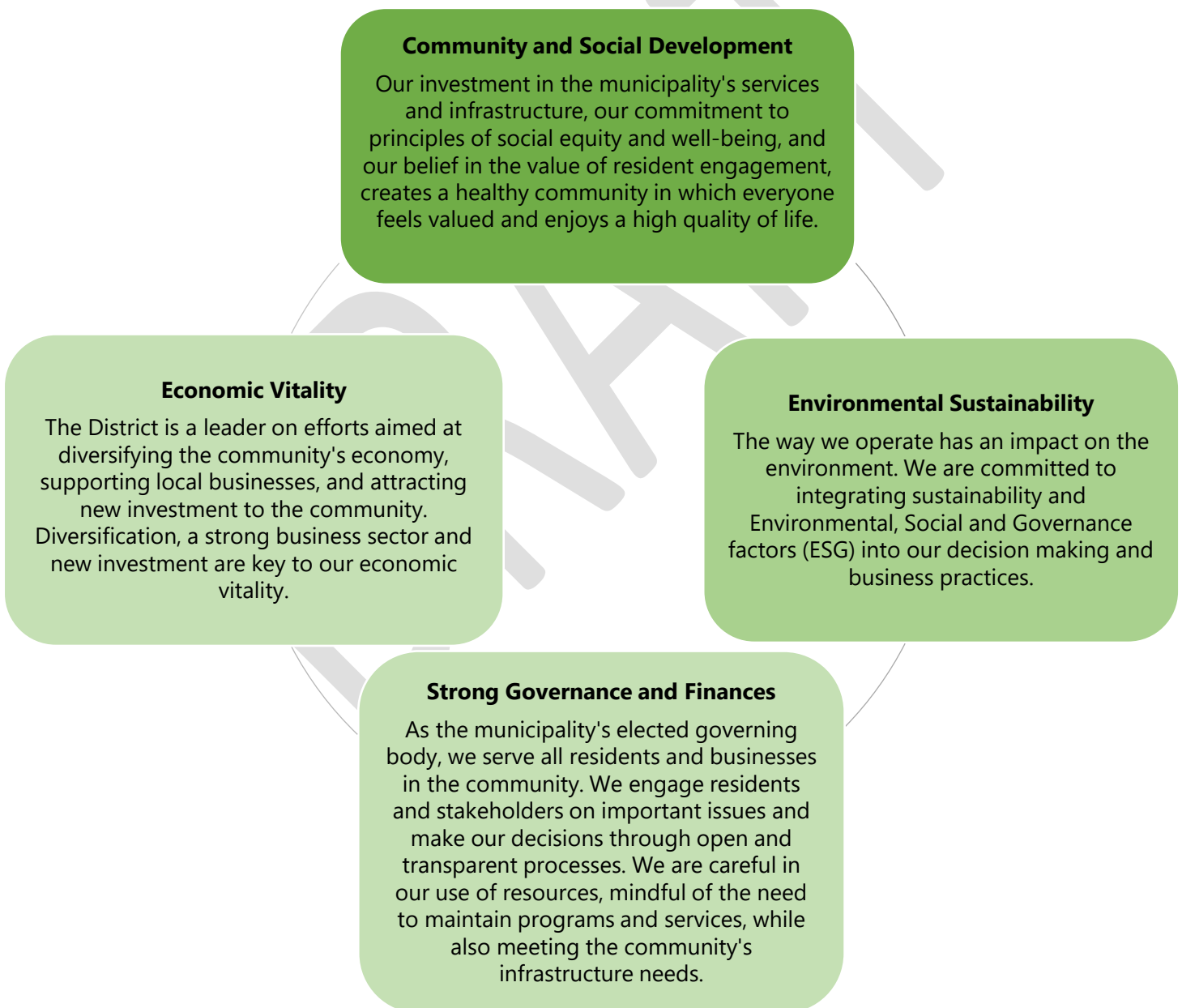


From left to right: Councillor Andy Barnes, Councillor Viktor Brumovsky, Councillor Amber Hipkiss, Councillor Jesse Wright, Councillor Raye McMeeken, and Councillor Kyle Tapper.
Centre: Mayor Joan Atkinson

COUNCIL PRIORITIES

The Council Priorities are designed to advance Council's vision, mission, and operational plans for the District of Mackenzie.

Council's Priorities for the 2021-2025 period reflect today's emerging issues and developing opportunities. Council reviews the plan annually to respond to new ideas and changes in circumstances that arise as we work through the 2021 - 2025 period. Community consultation is an important part of setting priorities, achieving our goals (operational plans) and in updating Council's Priorities.



COUNCIL LIAISON APPOINTMENTS

Committee/Position	Elected Official
Deputy Mayors	Councillors Barnes, Hipkiss, and McMeeken
Access and Inclusion Committee	Liaison: Councillor McMeeken Alternate: Councillor Wright
Agricultural Opportunities and Food Security	Liaison: Councillor Tapper Alternate: Councillor Brumovsky
Asset Management Committee	Liaison: Mayor Atkinson
BC Hydro Peace River/Williston Advisory Committee	Liaison: Mayor Atkinson
Chamber of Commerce	Liaison: Councillor Brumovsky Alternate: Councillor McMeeken
Climate Liaison	Liaison: Councillor Hipkiss Alternate: Councillor Tapper
CNC Advisory Group	Liaison: Councillor Barnes Alternate: Councillor Tapper
Emergency Executive Committee	Liaison: Mayor Atkinson Alternate: Councillor McMeeken
Education Liaison	Liaison: Councillor Wright Alternate: Councillor Brumovsky
Forestry Liaisons	Liaison: Mayor Atkinson Alternate: Deputy Mayor
Grant Adjudication Committee	Liaison: Councillor Brumovsky Liaison: Councillor McMeeken
Indigenous Relations and Reconciliation	Liaison: Councillor Barnes Alternate: Councillor Wright
Mackenzie Wildfire Advisory Committee	Liaison: Councillor Barnes Alternate: Mayor Atkinson
McLeod Lake Mackenzie Community Forest (MLMCF)	Liaison: Councillor Hipkiss
Mining Liaisons	Liaisons: Councillor Barnes Alternate: Councillor Wright
Municipal Library	Liaisons: Councillor Tapper Alternate: Councillor Brumovsky
New Horizons - Senior Inclusion Solutions Advisory Group	Liaison: Councillor Wright
Northern Development Initiative Trust – Prince George Regional Advisory Committee	Liaison: Mayor Atkinson Alternate: Councillor Wright
Prince George Treaty Advisory Committee	Liaison: Councillor Wright
Regional District of Fraser-Fort George	Director: Mayor Atkinson Alternate: Councillor Wright

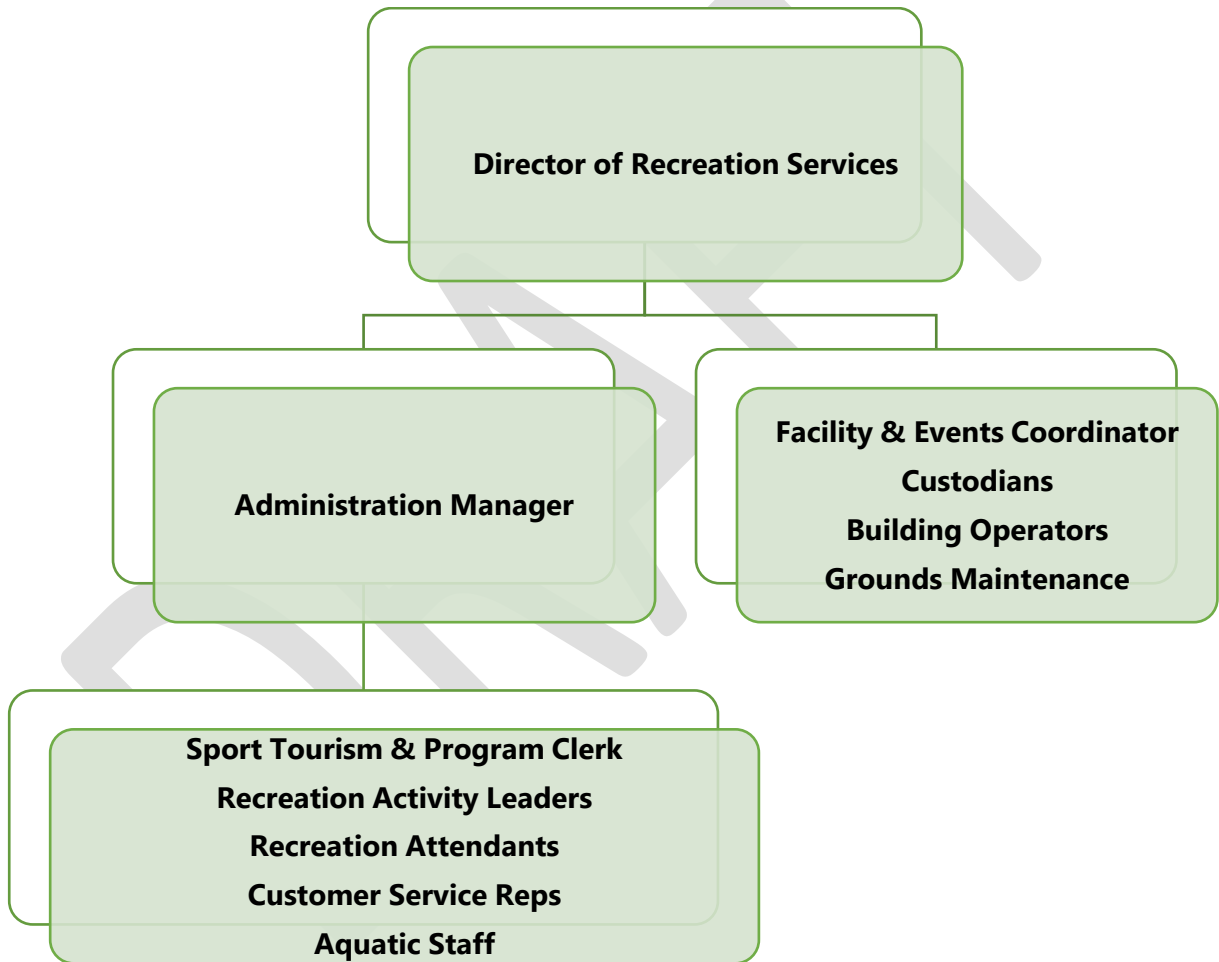
COUNCIL REMUNERATION

Mayor Atkinson	\$29,697
Councillor Barnes	\$13,266
Councillor Brumovsky	\$12,587
Councillor Hipkiss	\$13,266
Councillor McMeeken	\$13,266
Councillor Tapper	\$12,587
Councillor Wright	\$12,587



RECREATION SERVICES

The Recreation Services Department oversees the operation and maintenance of the Recreation Centre, Ernie Bodin Community Centre, Little Mac Ski Hill, John Dahl Trail, tennis/pickleball court, outdoor rink, and playground inspections in Mackenzie. Recreation staff work to enhance the lifestyle and health of people in the community through a variety of quality programs and services based on public consultation. Their dedicated team is committed to providing recreation services for people of all ages, stages, and abilities.





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2023 Recreation Centre Utilization

Recreation Centre Activities	Number of Bookings
Fitness Centre	15,329
Skating	1,343
Aquafit	562
Swimming	9,760
Curling	108
Climbing	531
Pickleball	166
Ski Hill	671
Arena Floor – Drop in	157
Sport Court	1,060
School Use	1,327
Junior Pathways	200
Total Number of Bookings	31,214

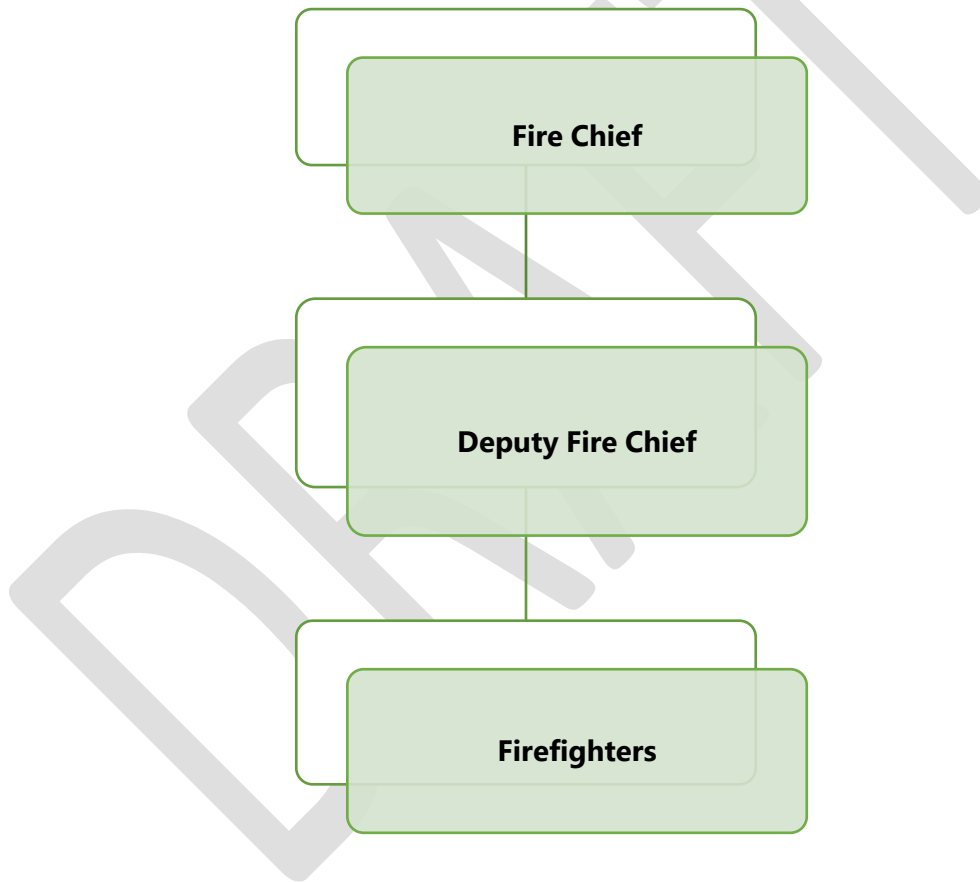


Recreation Services Action Planning

Actions completed in 2023	Action Plan for 2024
3 rd Annual WinterQuest, ice carvers and trail light-up festival, this year including partnering with Northern Lights Winery.	4 th Annual WinterQuest 2024, ice carvers and trail light-up festival, continuing to build off our success from previous years.
Held Canada Day event at Rec Centre.	Host Canada Day event.
Continue developing relations with McLeod Lake Indian Band	Host National Indigenous People Day event.
Hosted Recreation Fair for community groups.	Host Recreation Fair for community groups and explore options for an art (Mural/Music/Food) festival in the community.
Held 3 rd Annual Holiday Parade.	Host 4 th Annual Holiday Parade.
Signature Trail, Park, and Little Mac Master Plan completed and 90% built.	Finish Park landscape, ski hill water fountain and gazebo part of the Signature Trail, Park, and Little Mac project.
Received Active Transportation Grant and completed 80% of master planning process including public consultation and concept park drawings.	Finalize Active Transportation Master Plan and determine next steps for implementation.
Received arena slab replacement and green energy project grant funds. Issued request for proposal for architect and awarded contract for project.	Complete the arena slab replacement and green energy project.
Assist Ernie Bodin Community Centre tenants with transition.	Tenants vacate Ernie Bodin Community Centre to finalize demolition.
Hosted our 1 st Annual Rockin' the Ridgeline bike and art festival, along with completing a mural project in the Community Bike Park.	Host our 2 nd Annual Rockin' the Ridgeline festival, with goals to include a softball tournament.
Revamped program lineup, including summer camps and senior programming. Added gymnastics and track meet.	Continue developing programs with greater focus on specialized programming like soccer, volleyball, baseball, etc.
Upgraded maintenance work order and inspection system.	Upgrade front desk check-in and install access gates for patrons.
Completed 75% of Mac 1 playground upgrade including new border, surface and play structure move.	Completed 100% of Mac 1 playground upgrade, which includes swing set and topping up surface.

FIRE DEPARTMENT

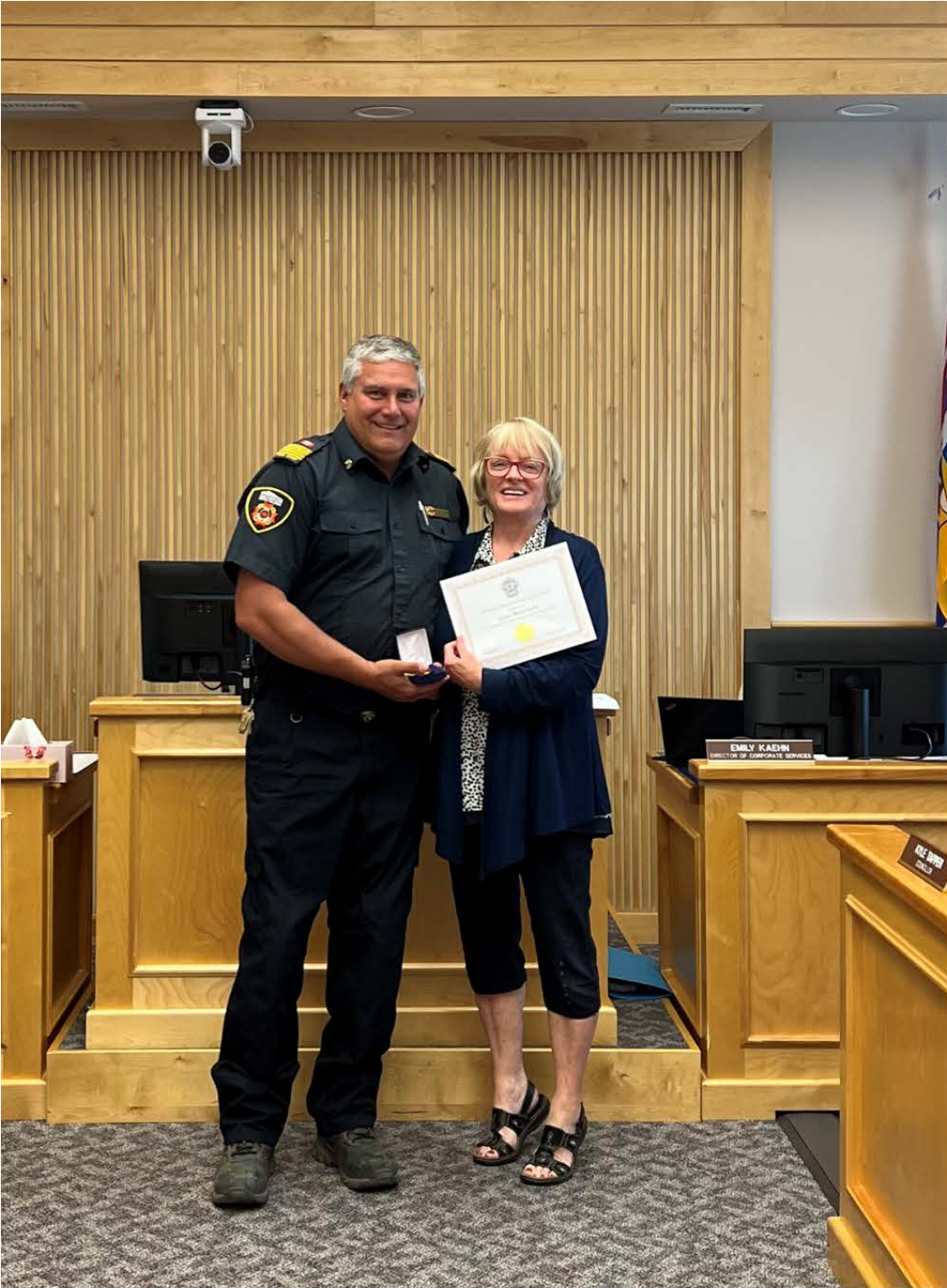
The Fire Department strives to deliver quality services in a fiscally responsible manner to the citizens of the District of Mackenzie. The District of Mackenzie supports this service delivery through a well-established safety and training program. The Fire Department is responsible for fire suppression, vehicle extrication, hazardous material response, environmental protection, fire inspections of multi-residential, public assembly, industrial, and commercial properties, promotion of compliance to the provincial Fire and Building Codes and local municipal bylaws, and public education and awareness.



Fire Department Action Planning

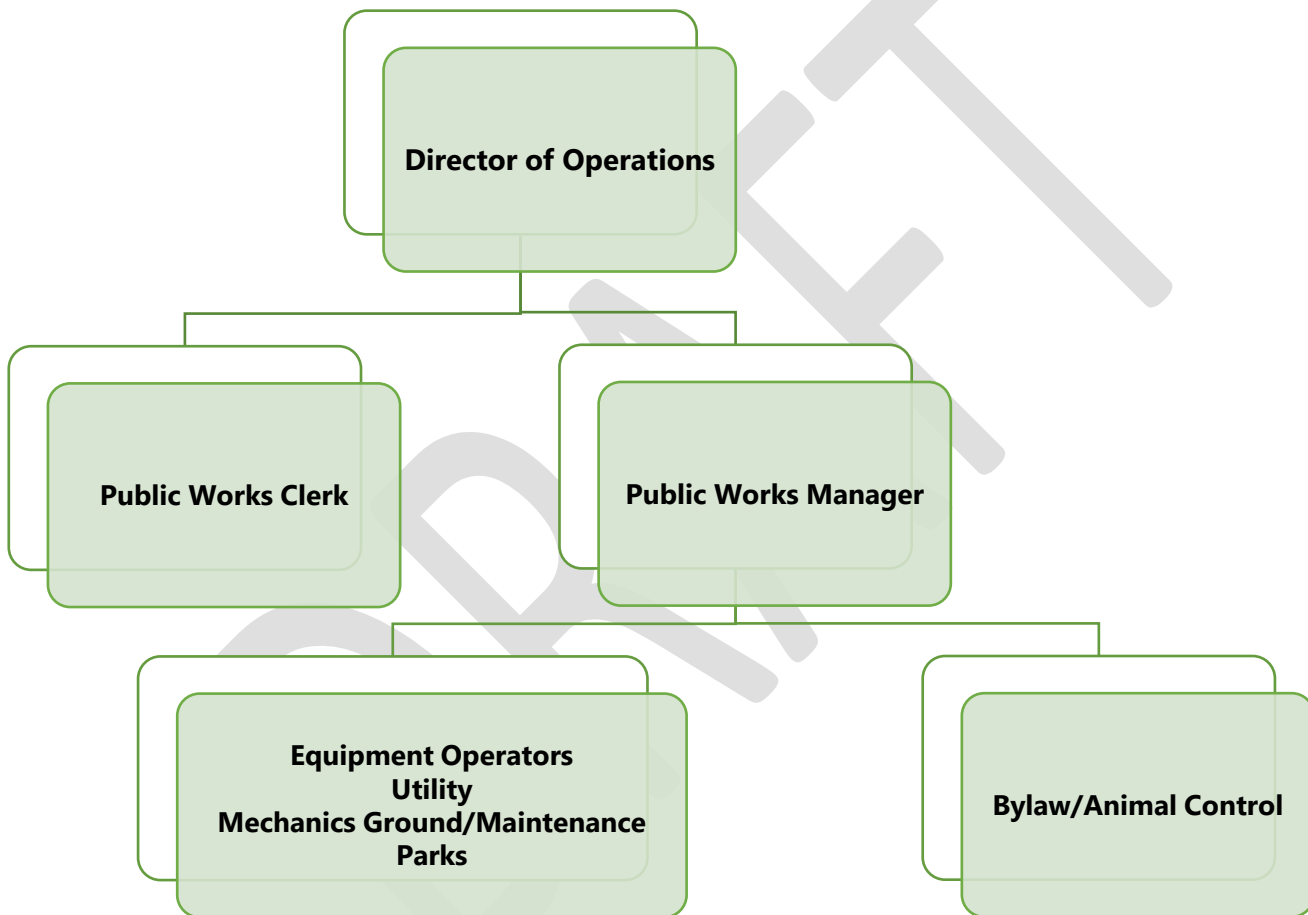
2023 FIRE CALLS		2023 FIRE FIGHTERS	
Nature of Call	# of Calls	Position	Number
Assist other Agency	39	Fire Chief	1
Burn Complaint	24	Deputy Fire Chief	1
Carbon Monoxide alarm	2	Assistant Chiefs	1
Chimney Fire	1	Training Officers	2
Electrical Hazard	2	Captains	2
False Alarm	27	Lieutenants	3
Gas Spill/Leak	3	Engineers	1
Motor Vehicle Incident	32	Fire Fighters	11
Public Service	2	Fire Fighters (Probationary)	9
Structure Fire	7	Junior Fire Fighters	3
Vehicle Fire	1	TOTAL	21
Wildland Fire	3		
Investigation no Fire	1		
TOTAL	144		

Actions Completed in 2023	Action Plan for 2024
Installed the new Mackenzie Specific Alert System	New Fire Hall is expected to be completed in Fall 2024
Successfully hosted the FireSmart program for residents in Gantahaz and the Mackenzie townsite.	Training Firefighters is ongoing
Organized and held curbside pick-up days in the Spring and Summer.	Purchase new Turnout gear
Provided assistance to BC Wildfire Services, Completed 8 deployments throughout BC.	Purchase new Pagers
New Fire Truck delivered on June 9, 2023	Purchase new Wildland truck
From the Community Resiliency Investment Grant \$82,800 will be used for the John Dahl Regional Park Fuel Treatment Project and \$67,200 set aside for community FireSmart initiatives and a revision to our Community Wildfire Resiliency Plan.	Hire a Fire Smart/ Assistant Emergency Program Coordinator. Funding is through Community Resiliency Investment and allows DOM to submit grants to continue funding Fire Smart initiatives for future Grants.
Developed an info session sheet on the new Firehall	Submit application for UBCM EOC grant and ESS grants. These grants will be use to purchase equipment and training.



DISTRICT OPERATIONS

The Public Works Department is responsible for maintaining roads, sidewalks and walkways, boulevards, fire hydrants, public parks and beaches, ball diamonds and the Municipal Campground. It's also responsible for snow removal, residential and business garbage collection, building inspection services, bylaw services and animal control, sewage, and water systems, as well as maintaining the Municipal Airport.



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Operations Action Planning

2023 By the Numbers	
Water pumped from the Town pump house (Imperial Gallons)	169,199,714
Water pumped from the Gantahaz pump house (Imperial Gallons)	Not Available*
Commercial Garbage Collected (kg)	673660
Residential Garbage Collected (kg)	596730
Total number of Fixed Wing Landings	211
Total number of Helicopter Landings	303
Fuel Purchases	11
Visits to town	121

*No Data was collected for Gantahaz in 2023 due to a flow meter malfunction. The faulty flow meter has been replaced as a Capital Project and numbers should start being reported soon.

Bylaw & Animal Control		Permits & Licenses	
Animals Impounded	6	Business Licenses Awarded	254
Animals Adopted	1	Plumbing Permits Awarded	3
Number of Tickets Issued	0	Building Permits Awarded	29
Dog Licenses Purchased	508		

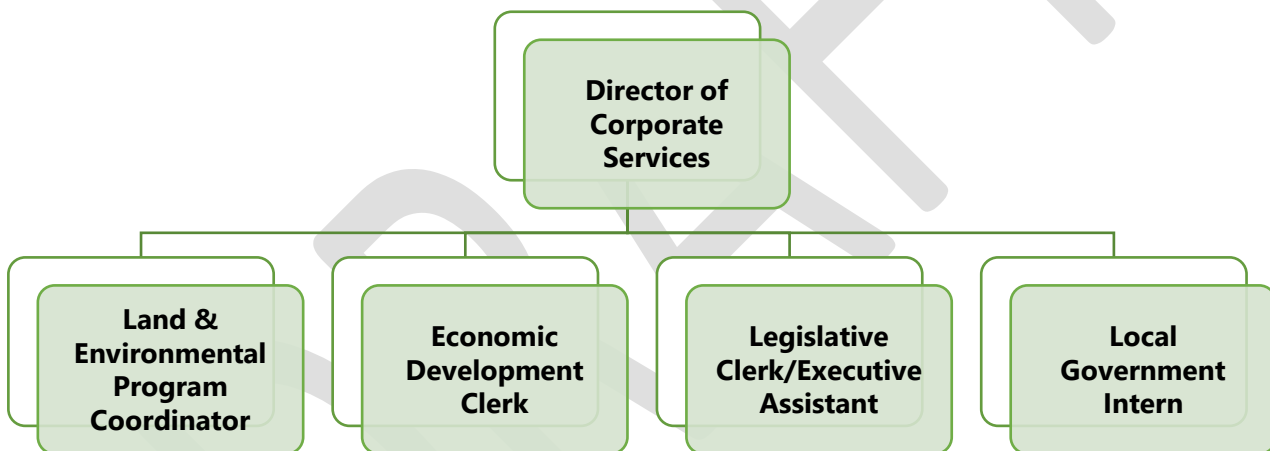
Actions Completed in 2023	Action Plan for 2024
Installed a PRV station on Crysedale.	Lower Crysedale Pressure Reducing Valve stations and install two further stations.
Water & Sewer Technicians and PW superintendent attended Confined Space Training	Confined Space Program to be audited in May/ June of 2024.
Continue operational and safety training for Employees and Management Team.	Continue operational and safety training for Employees and Management Team.
Replaced faulty Flow meters at Gantahaz Pump Station	Gantahaz pump station flow meter is now working properly.
Completed the Paving Plan preliminary assessment.	Initiate the roads and pathways replacement plans for the District.
Continue Asset Management Activities and Training	Continue Asset Management Activities and Training
Continue to seek grants to treat Gantahaz Subdivision water for manganese removal.	Gantahaz water treatment facility upgrade to begin in 2024.
Review all options available for commercial garbage collection	New Truck and Bins have been purchased and are currently being distributed throughout town



CORPORATE SERVICES

Corporate Services supports Council and ensures the District performs all its legislative duties, including preparing for Council Meeting and administering local elections. In addition, the department is also responsible for, and assists other departments with, reviewing and creating policies, procedures, bylaws, legal matters, records management and Freedom of Information requests, land use agreements, development applications, environmental programs and reporting, communications, accessibility and inclusion initiatives, as well as economic development and tourism.

The department also works with Council, staff, and the community on long-term strategic planning, including the development of Mackenzie's Official Community Plan, Zoning Bylaw, Council's Strategic Priorities, Housing Needs Assessments, Economic Development and Tourism Plans, Age-Friendly Accessibility and Inclusion Action Plan, and Corporate Environmental Plans.



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Corporate Services Action Planning

Actions Completed in 2023	Action Plan for 2024
Finalize Audio/Visual project in Council Chambers and the Recreation Centre to allow live stream and recording of Council meetings.	Finalize Audio/Visual project in Council Chambers and the Recreation Centre to allow live stream and recording of Council meetings.
Drafted an Age-Friendly Accessibility and Inclusion Action Plan for the District.	Complete and begin implementation of the Age-Friendly Accessibility and Inclusion Action Plan.
\$159,823 was distributed through the 2023 Community Grants Program.	\$200,000 was included in the budget for the Community Grants program for 2024.
Created a new online Climate Action Dashboard to showcase District initiatives and plans.	Promote the Food Cycler Program Phase 2.
Install final set of street banners and new billboards on either side of the Hwy 39/97 Junction.	Continue the implementation of the Municipal Signage Strategy. Install the new signage at the corner of Mill Road/Hwy 39.
Continue to participate on regional Ec Dev. And Tourism committees and marketing campaigns.	Explore new marketing campaigns to participate in addition to current.
Offer Grant Writing Support Services and host two free community grant writing workshops.	Continue offering this service and host a free community grant writing workshop.
Finalized and launched a new Economic Development Website with land marketing and sector promotional information.	Exploring further investment and District land marketing opportunities.
\$20,000 in grant funding was distributed during the 2023 Business Façade Improvement Program this year.	Northern Development Initiative Trust has awarded the District \$20,000 to offer the Business Façade Improvement Program this year.
Develop new Relocation Website and Welcome Guide to showcase Mackenzie 2.0 Marketing Materials.	Complete a resident and workforce relocation marketing campaign.
Finalize the Downtown Vision and Action Plan and Development Permit Areas project.	Complete the Development Permit Areas Project.
Continue to promote and support shop local initiatives.	Develop a new Shop Local program to replace the Love Northern BC funding program (discontinued).
Develop Communications and Public Engagement Policies for the District.	Carry-over project. Develop Communications and Public Engagement Policies for the District.



Climate Action

A key part of a local government's role in dealing with climate action is to reduce emissions caused by its own assets. The District of Mackenzie has signed the *Climate Action Charter*, committing the District to work towards being carbon-neutral in its own operations. In 2021, the District developed a Corporate Energy and Emissions Plan to help prioritize actions to meet this goal. Included in the plan were a number of recommended action items. The following table outlines our progress as we move work through the plan:

ACTION		Complete	2024 - 2025	Ongoing	Research Required
1.1	Build energy efficient buildings ¹	X		X	
1.2	Build energy efficient infrastructure			X	
1.3	Optimize siting and orientation of new buildings			X	
2.1	Conduct building energy audits	X		X	
2.2	Implement energy retrofits recommended by building energy audits **	X		X	
2.3	Conduct energy-focused operational review of infrastructure				X
2.4	Implement measures from operational review of infrastructure				X
2.5	Incorporate energy management into annual building maintenance procedures	X		X	
3.1	Install solar PV on corporate buildings ²		X		
3.2	Low-carbon heating systems for buildings				X
3.3	Conduct corporate renewable energy study				X
4.1	Right-size vehicles for assigned tasks	X		X	
4.2	Develop a vehicle purchasing policy	X			
4.3	Invest in EVs and EV Charging Stations ³	X		X	
4.4	Assess renewable fuels for corporate fleet		X		X
4.5	Fuel efficient driver training & anti-idling policy			X	
4.6	Energy-focused fleet maintenance				X
4.7	Encourage employee carpooling where possible			X	
4.8	Provide end of trip facilities		X	X	
5.1	Have dedicated staff person or department for plan implementation	X			
5.2	Allocate funds for plan implementation	X		X	
5.3	Develop KPIs, monitor and track for progress	X	X		
5.4	Demonstrate leadership on corporate waste and water			X	
5.5	Join PCP	X			

¹ 1.1 New Fire Hall is being built to new BC Step Code standards for energy efficiency. Any future buildings will be built to the same or higher standards.

² 2.2 Energy upgrades are being completed as budget allows. Some upgrades are being combined with larger retrofit projects and will be held off until all can be completed at once.

³ 4.3 The District entered into a memorandum of understanding with BC Hydro in 2022 to participate in their EV Charging Station network expansion. A new charging station will be installed in the community in 2024. The District is in the preliminary stages of working with the Charge North initiative to install a level 2 charging station to the Recreation Centre.

Climate Action in Mackenzie

Food Cycler Pilot Project

Council approved the Food Cycler Pilot Program. This represented a meaningful step forward in the District's commitment to sustainable waste management practices. The deployment of 100 units saves 32.2 MT of CO₂ every year and eliminates approximately 36.8 bags of garbage from participating households annually.

Funding Secured in 2023 for 2024 Projects

- \$7,500 for trees from BC Hydro Regreening Program
- \$10,000 for trees from TreeCanada
- \$10,000 for building assessments for asset management/sustainable replacement
- \$12,500 For the Community Wood Smoke Reduction Program

Webpage Development

The District of Mackenzie introduced three new webpages dedicated to climate action:

- Climate and Sustainability for insights on local and provincial efforts
- Climate Action in Mackenzie for updates on community-driven efforts and ways to get involved
- Resources for Residents offering practical tools and tips for sustainable living

Green Fleet Policy

Council adopted a Green Fleet Policy to bring long-term advantages to the District of Mackenzie. The District is committed to ensuring a seamless transition while keeping in mind operational efficiency and financial viability.

Active Transportation Plan

Staff along with VDZ+A started developing an Active Transportation Plan. The objective of this plan is to promote the use of active transportation and create a safe and reliable way for residents and tourists to commute to and from destinations around Mackenzie.

NorthCan

The District of Mackenzie is a member of the Northern BC Climate Action Network (NorthCAN).

Members of NorthCan connect with other local governments, indigenous communities, institutions, businesses, and NGOs to support Climate Action. All members share knowledge, experience, and expertise to find, collaborate, and support climate action.

Council Declared a Climate Emergency (Resolution #33188)

Therefore, be it resolved, that the District of Mackenzie officially declares a climate emergency for the purposes of identifying and deepening our commitment to protecting our economy, our ecosystems, and our community from global warming.

Water Restrictions & Appliances

The District of Mackenzie kept its water restrictions and were in effect from May 15th to September 15th.

The District also offered home appliance rebates and sold rain barrels as well as outdoor composters.

Electric Vehicle Chargers

- Staff along with BC Hydro worked on establishing two Level 3 EV chargers in the 616 parking lot. Due to delays this installation of the chargers was postponed to summer 2024.
- Staff approached the ChargeNorth initiative to look at a partnership to fund a dual port Level 2 EV charger on District land and are currently developing a proposal for Council.
- Staff worked with the Community Energy Association through their Electric Mobility Accelerator Program to provide deliverables to better prepare Mackenzie for electric vehicles. Final deliverables will be presented in summer 2024.

Community Economic Development

In 2021, the District completed the *Mackenzie 2.0 Community Economic Development Plan* a community-based, roadmap for creating a strong, vibrant, and diverse local economy. The objectives below are at the core of our strategy, identifying what *Mackenzie 2.0* will help to achieve.

- **Support a resilient economy**
- **Promote good local jobs**
- **Support and grow local business**
- **Attract new, compatible economic activity**
- **Nurture strategic partnerships**
- **Enhance the District’s fiscal health**
- **Protect our environment**

The table below summarizes the recommended actions from *Mackenzie 2.0* and progress to date:

ACTION		Complete	In Progress	Ongoing	Research Required
Foundational - ongoing and will support all other actions.					
F1	Target and incentivize (tax, permit, land, buildings) industrial development in emerging sectors and secondary industries, promoting Mackenzie’s energy and land availability.	X		X	
F2	Support opportunities for natural resource development.			X	
F3	Continue to pursue shared economic development opportunities and partnerships with neighbouring First Nations.			X	
F4	Actively seek opportunities for partnerships with other levels of government, agencies and not-for-profits to promote economic development in Mackenzie.			X	
Underway - already underway or included in a work plan to be completed in the near future.					
U1	Continue seeking high speed internet for the whole community.		X	X	
U2	Provide development incentive to projects to meet strategic community needs (e.g. public parks, rec facilities).			X	
U3	Continue developing and expanding local recreation trail amenities.		X	X	
U4	Continue to improve District-wide wayfinding and signage.		X	X	
U5	Continue to offer and facilitate access to programs that support local businesses, both new and existing.			X	
U6	Continue to foster collaboration between industry, major employers, and schools to match skills/training with emerging industry needs.			X	
U7	Continue strategic land sales.		X	X	
U8	Update and maintain inventory of businesses operating in Mackenzie.	X		X	
Quick Wins - require minimal funding and minimal stakeholder involvement					
QW1	Support more events and festivals that link with local businesses.		X	X	
QW2	Expand upon recreation rentals; could be promoted as a business opportunity and offered additional marketing.		X	X	
QW3	Support improving and promoting local recreation and trail amenities with simple interventions such as string lights along trails.		X	X	
QW4	“Working with the District 101” – Promote District procurement process.			X	X

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	ACTION	Complete	In Progress	Ongoing	Research Required
QW5	Distribute promotional materials to attract and welcome new residents, remote workers, and home-based businesses.		X	X	
QW6	Maintain and publicize a land inventory focusing on industrial land and including vacant downtown lots and buildings.		X		
QW7	How a Community-to-Community forum with local First Nation and District of Mackenzie.		X		
Simple - requires some funding and some stakeholder involvement (1-3 years)					
S1	Promote creative use of gathering spaces and underutilizes/empty buildings and lots.			X	
S2	Encourage small scale agriculture and agrotourism (including food production and sales_ on larger, semi-rural residential lots.	X	X	X	
S3	Support business-to-business opportunities and networking.	X		X	
S4	Host regional technology and innovation meet-ups.				X
S5	Encourage local procurement by large and small purchasers and organizations.			X	
S6	Explore interest in establishing a Business Improvement Area.				X
S7	Encourage a local commissary kitchen by collaborating with local commercially-certified kitchens.				X
S8	Conduct a feasibility study on the demand for additional and modern/office and/or co-working space within Mackenzie.				X
Complex - require significant funding, extensive stakeholder engagement, and a multi-year effort					
C1	Develop an improved cohesive downtown Mackenzie look and feel through incentivizing public art, storefront, beautification, hardscaping, and landscaping.		X	X	
C2	Work with Province to promote and facilitate forestry innovation and emerging technology (e.g. value-added forestry products).			X	X
C3	Support diversifying our housing stock (age-friendly homes, larger rural lots, recreational properties, etc.).			X	
C4	Work with employers and organizations to create shared childcare solutions.		X	X	
C5	Explore shared agriculture amenities.				X
C6	Seek opportunities for attracting public services (e.g., government offices, health and education facilities).		X		X
C7	Continue to support airport development.			X	
C8	Encourage multi-modal transportation to and within the Downtown Core and provide supporting infrastructure.		X	X	X
Tourism Related Community Economic Development Actions					
T1	Create an exciting new Tourism District in downtown Mackenzie.		X	X	X
T2	Create an 'Iconic Gateway' at Highway 39/97 Intersection.		X		
T3	Define a visitor experience that is compelling and easy to access.		X		X
T4	Develop Traditional Tourism Industry Product Opportunities.		X	X	X
T5	Engage the Region.		X	X	

Notes:

- If an action item has multiple status boxes checked off, this means that there may be more than one project associated with this action and that some work has been completed already, but there may be ongoing activities or new projects in the works also that support these actions.

Foreign Direct Investment

This year we successfully completed a Foreign Direct Investment project that entailed updating our website, creating industry quicksheets, and developing marketing packages for industrial lots. These initiatives aimed to enhance the region's appeal to potential investors by providing comprehensive and accessible information about local opportunities and resources.



Business Facade Improvement Program

This year the Business Facade Improvement Program fully allocated \$20,000 in 2023, with over 3/4 of the funds going towards accessibility improvements to front entrances.



2023 ECONOMIC DEVELOPMENT Update



Grant Writing Supports

In 2023, the District of Mackenzie held two free grant writing workshops for the community, providing invaluable skills and resources to local organizations. The District also supported over \$200,000 in grant funding being awarded to local organizations. In 2023 we were also awarded grants for initiatives like the Tourism Guide & Map Brochure, New Shop Local Program and a Relocation Project.



Photo Contests

In 2023, we enjoyed another successful year of seasonal photo contest submissions, significantly expanding our image bank since 2022.

Business Walks

In 2023, Mackenzie celebrated the return of the annual business walk, inviting business owners to participate in person on October 18, 2023, with additional options to engage by phone or through an online survey. One significant takeaway was that over 77% of the surveyed businesses expressed interest in being part of the implementation of solution-based initiatives, highlighting a strong community commitment to collaborative progress.

ACCESS AND INCLUSION

In 2023, the District was awarded grant funding towards the creation of an Age-Friendly Accessibility and Inclusion Action Plan. This short-term action plan (3-5 years) will kick-start the District's long-term goals of ensuring everyone can live safely, maintain good health, and stay engaged in the community. The plan creation was started in Spring 2023 and intended to be fully adopted and begin implementation in 2024. More information: <https://www.letschatmackenzie.ca/access-and-inclusion>



Access and Inclusion Advisory Committee

Council established an "Access and Inclusion Advisory Committee" to provide advice and recommendations to Council on matters relating to citizens with disabilities, seniors and other citizens with access issues that may impede participation in everyday aspects of community living. The committee is comprised of five diverse individuals who are committed to creating an inclusive and accessible community for all its members. Council is greatly appreciative for the dedication and incredible amount of work the committee has completed to increase awareness and advocate for all community members. For details of their activities to date, current initiatives, and resources, please visit the Accessibility and Inclusion webpage here:

<https://districtofmackenzie.ca/government-town-hall/accessibility-and-inclusion/>



2023 Committee Membership

Chair: Elizabeth Blackburn

Members:

Cassandra Carter

Kimberly Grywinski

Alice Pritchett

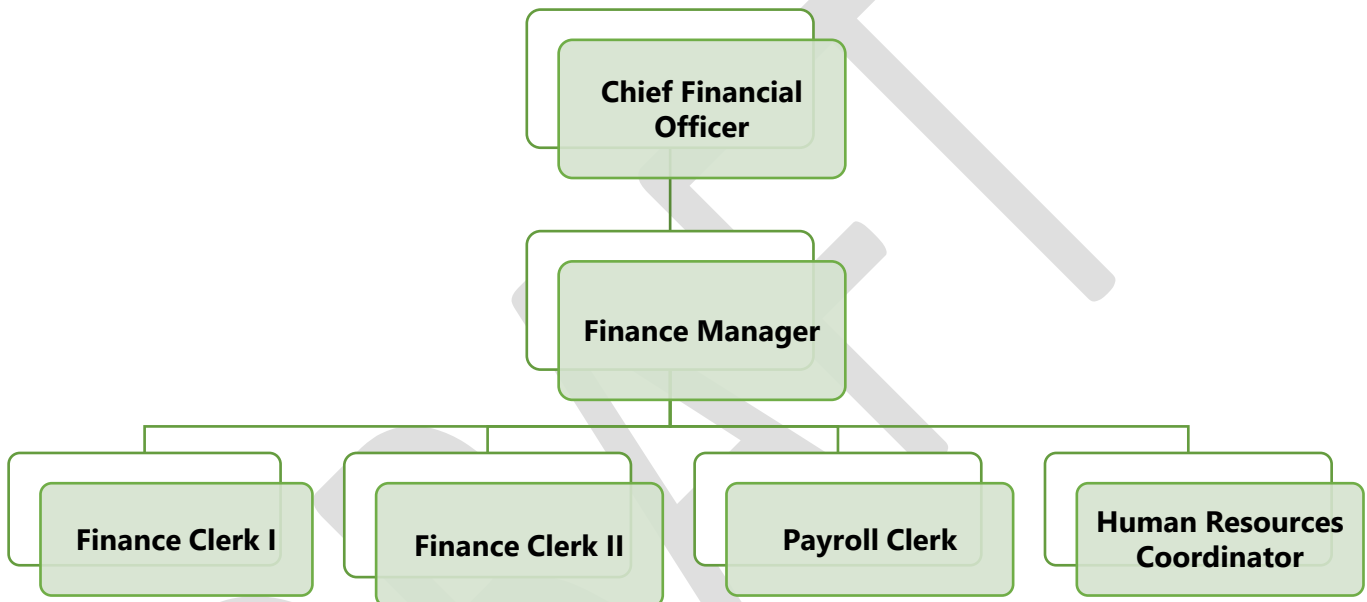
Dave Schindler

Liaison: Councillor McMeeken

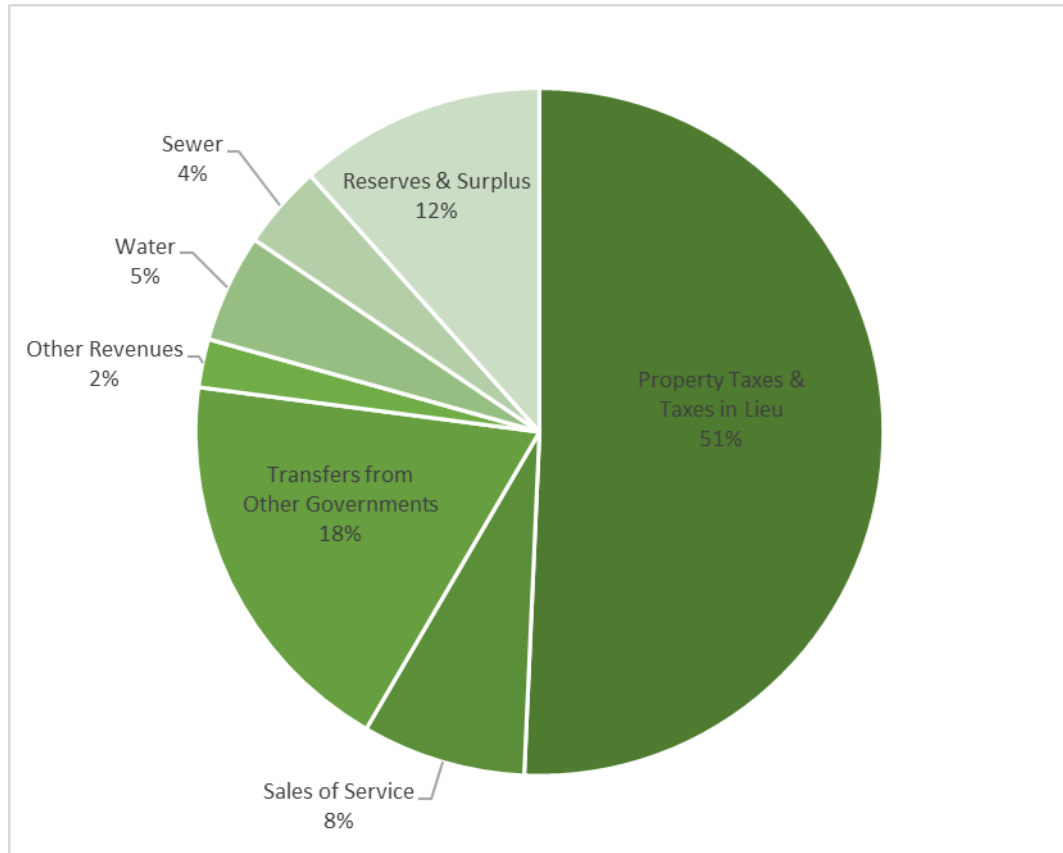
Left to right: Kimberly Grywinski, Elizabeth Blackburn, Cassandra Carter, Alice Pritchett, and Dave Schindler

FINANCIAL SERVICES

The Financial Services department is responsible for following legislative procedures related to local government finances including: financial planning, reporting, revenues (taxes and fees), liabilities, capital financing, and development financing.

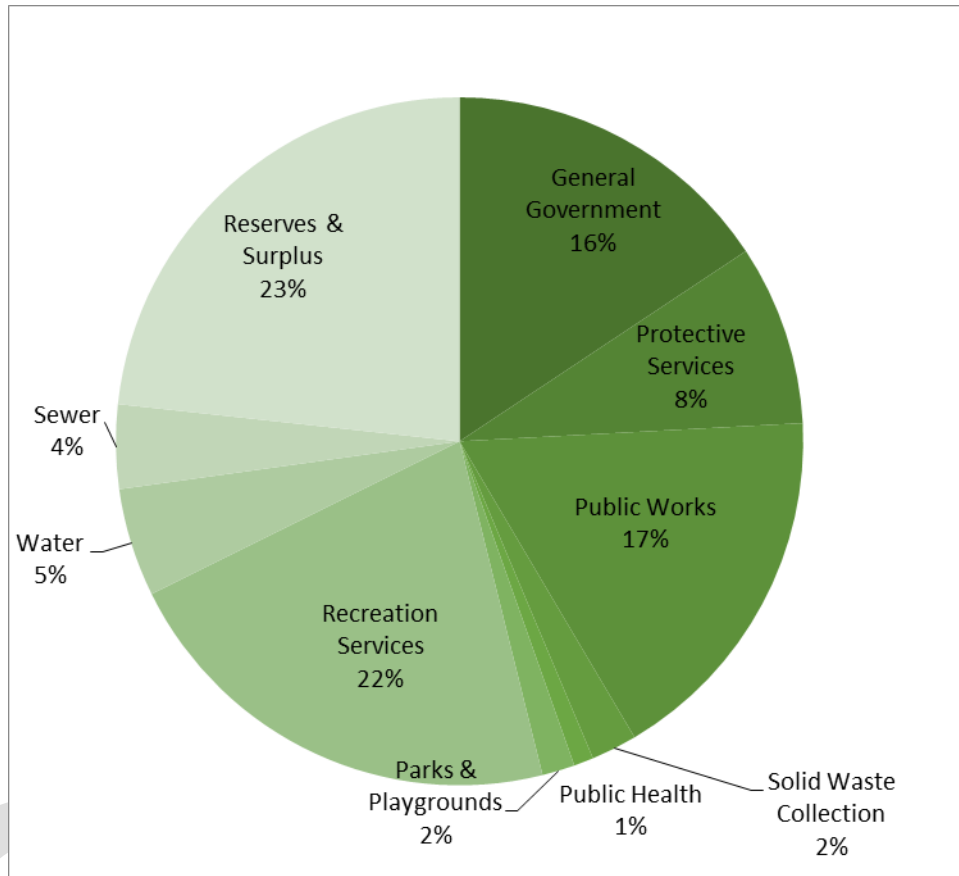


2023 Final Budget Revenue Sources



Revenue Source	Amount
Property Taxes & Taxes in Lieu	\$8,194,654
Sales of Service/User Fees	\$1,243,983
Transfers from Other Governments	\$3,017,674
Other Revenue	\$367,624
Water	\$823,236
Sewer	\$638,664
Reserves & Surplus	\$1,874,715
Total Budgeted Revenue	<u>\$16,160,550</u>

2023 Final Budget Expenditures



Expenditures by Department

Department	Amount
General Government	\$2,532,816
Protective Services	\$1,371,317
Public Works	\$2,801,163
Solid Waste Collection	\$349,111
Public Health	\$150,099
Parks & Playgrounds	\$248,532
Recreation Services	\$3,484,552
Water Operations	\$823,236

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Sewer Operations	\$638,664
Reserves and Surplus	\$3,761,060
Total Budgeted Expenditure	\$16,160,550

Finance Action Planning

Actions Completed in 2023	Action Plan for 2024
Hosted public engagement sessions and survey regarding the 2023 budget.	Review and update Human Resources procedures and processes.
Further developed the 10-year capital plan to ensure projects and asset replacements are identified.	Create policy and procedures for asset retirement obligations.
Updated authorized spending limits in the Purchasing/Procurement Policy.	Review and update finance and personnel policies to reflect current day practices.



2023 GRANT FUNDING

The District applies for numerous grants each year. The grants allow the District to access additional funding and reduce the burden on the taxpayer. Below is the list of grants the District applied for and the status of the applications for 2023.

Project Name	Funder	Approval/Status	Grant Amount
Walk to Mexico Celebration	The College of New Caledonia	Approved	\$2,560
Economic Development Capacity 2023	NDIT	Approved	\$50,000
2023 BC Hydro Regreening Program	BC Hydro	Approved	\$7,500
Ski/Bike Runs & Little Mac Upgrades	The College of New Caledonia	Pending	
Fitness Centre Senior Training	The College of New Caledonia	Approved	\$3,300
Relocation Materials Project	NDIT	Approved	\$9,360
Relocation Materials Project	South Peace Mackenzie Trust	Approved	\$14,440
FireSmart and Fuel Mitigation	UBCM	Approved	\$200,000
Asset Management – Building Assessments	Province of BC	Approved	\$10,000
Wood Smoke Reduction Program	Province of BC	Approved	\$13,400
Arena Slab and Energy Upgrades Project	South Peace Mackenzie Trust	Pending	
Arena Slab and Energy Upgrades Project	NDIT	Pending	
2024 Business Façade Improvement Program	NDIT	Approved	\$20,000
Accessible Park Assets Pilot Program	Northern Health	Approved	\$10,000
New Shop Local Program	NDIT	Pending	
DOM Airport Master Plan	Province of BC	Pending	
Total Funding Applied For			\$1,313,598.31
Total Funding Approved			\$340,560
Total Funding Pending			\$973,938.31
Total Funding Denied			\$0

2023 GOVERNMENT TRANSFERS

The District receives provincial and federal grant transfers every year. These transfers help to offset the cost of services and aid in funding capital projects.

Grant Source	Amount	Total
Provincial Grants Total		\$3,808,078
Conditional	\$3,584,001	
Unconditional	\$224,077	
Federal Grants Total		\$283,429
Unconditional	\$283,429	
TOTAL GOVERNMENT TRANSFERS		\$4,091,507



Mugaha Marsh

Photo Credit: Natalie Scrochenski

GRANTS TO ORGANIZATIONS

Council has adopted a Community Grants Policy to provide financial and in-kind support to community associations and other community organizations. This support is in recognition of these groups as a valuable resource in assisting the municipality to provide a strong community focus.

Cash and In-Kind Grants

Organization	Project	Grant (\$)
Curl Mackenzie	Set-up and take down of curling ice prep, hacks, and rocks.	\$4,141
Mackenzie Alpine Riders	Snow removal and sanding of roads	\$2,300
Mackenzie Fish and Game Association	Snow removal and garbage collection	\$2,632
Mackenzie Counselling Services	Funding towards office renovations	\$2,000
Mackenzie Nordiques Cross-Country Ski Club	Operational grant, outhouse pumping 4x per year, waive lagoon dumping fees.	\$2,650
Mackenzie Figure Skating Club	Waiver of ice rental fees for Ice Show.	\$1,500
BC Summer Swimming Association	Waive Pool Rental Fees for Swim Meet	\$2,625
Mackenzie Secondary School	Student Bursary	\$500
Mackenzie Secondary School Dry Grad	Rec. Centre Fees Waiver	\$1,500
Mackenzie Chamber of Commerce	Youth Rec. Passes for Spring Expo	\$630
Mackenzie Community Arts Centre	Hire artists for pop-up art exhibit in July	\$1,450
Mackenzie Nature Observatory	Use of showers (campground/Rec. Centre), garbage bin, grading of road 2x to Mugaha Marsh, and installing barricades at road.	\$3,295
St. Peter's Pantry	Purchase of food and supplies.	\$5,000
The 92	Snow removal in parking lot.	\$1,000
TOTAL:		\$31,223

Fee for Service Agreements

The District provides fee-for-service agreements to organizations for on-going operational support. This agreement may be considered when the recipient is a not-for-profit organization delivering a service or program that extends the reach of the District programs and services.

Organization	Funding Use	Amount
Mackenzie Autumn Lodge Society	Staffing and Operations	\$25,000
Mackenzie & District Museum	Staffing and Operations	\$12,000

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Organization	Funding Use	Amount
Mackenzie Chamber of Commerce	Staffing and Operations	\$43,600
Mackenzie Community Arts Centre	Staffing and Operations	\$28,000
Mackenzie Golf and Country Club	General Operations	\$15,000
Mackenzie Outdoor Routes and Trails Association	Trails Maintenance	\$5,000
TOTAL:		\$128,600

Rental Space in District Facilities

The District provides accommodation or equipment storage space free of charge to non-profit or sports organizations that are presently allocated space in the Recreation Services Complex, the Ernie Bodin Community Centre, and Fire Hall #1 and 2 subject to availability. Following is a list of organizations that received this benefit in 2023, throughout the year or temporarily:

CHMM Radio Station	Mackenzie Community Arts Council	Old Timers Hockey
CUPE Local 3706	Mackenzie Figure Skating Club	Rainbow Swim Club
Curl Mackenzie	Mackenzie Nordiques	Rocky Mountain Riders
Figure Skating Club	Mackenzie Outdoor Routes and Trails Association	Speed Skating Club
Girl Guides of Canada	Mackenzie Search & Rescue	
Hospital Auxiliary Thrift Store	Mackenzie Autumn Lodge Society	
Mackenzie & District Museum	Minor Lacrosse	
Minor Hockey Association	Notable Expressions	

PERMISSIVE TAX EXEMPTIONS

In accordance with Section 98(2) (b) of the *Community Charter*, the following properties in the District of Mackenzie were provided permissive property tax exemptions for 2023 by Council:

Organization	2023 Value of Exemption
Canadian Baptists of Western Canada	\$1,840.32
Living Joy Christian Centre	\$1,181.15
Mackenzie Alpine Riders Horse Club (300 Mill Road)	\$4,466.28
Mackenzie Alpine Riders Horse Club (651 Mill Road)	\$1,499.93
Mackenzie Community Arts Council	\$1,674.11
Mackenzie Elks Lodge #547	\$2,434.67
Organization	2023 Value of Exemption

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Organization	2023 Value of Exemption
Mackenzie Fish and Game Association	\$1,317.02
Mackenzie Golf & Country Club	\$4,855.11
Mackenzie Nordiques Cross-Country Ski Club	\$596.23
Roman Catholic Episcopal Church	\$3,040.83
Royal Canadian Legion	\$1,183.94
Trustees Congregation of Jehovah's Witnesses	\$569.23
Youth for Christ Prince George	\$1,717.71

DECLARATION OF DISQUALIFICATIONS

There were no declarations of disqualifications made in 2023.

AUDITED FINANCIAL STATEMENTS

The 2023 District of Mackenzie Consolidated Financial Statements are attached to the end of this report.

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